

RECEIVED

SEP 07 2001

Group 2100

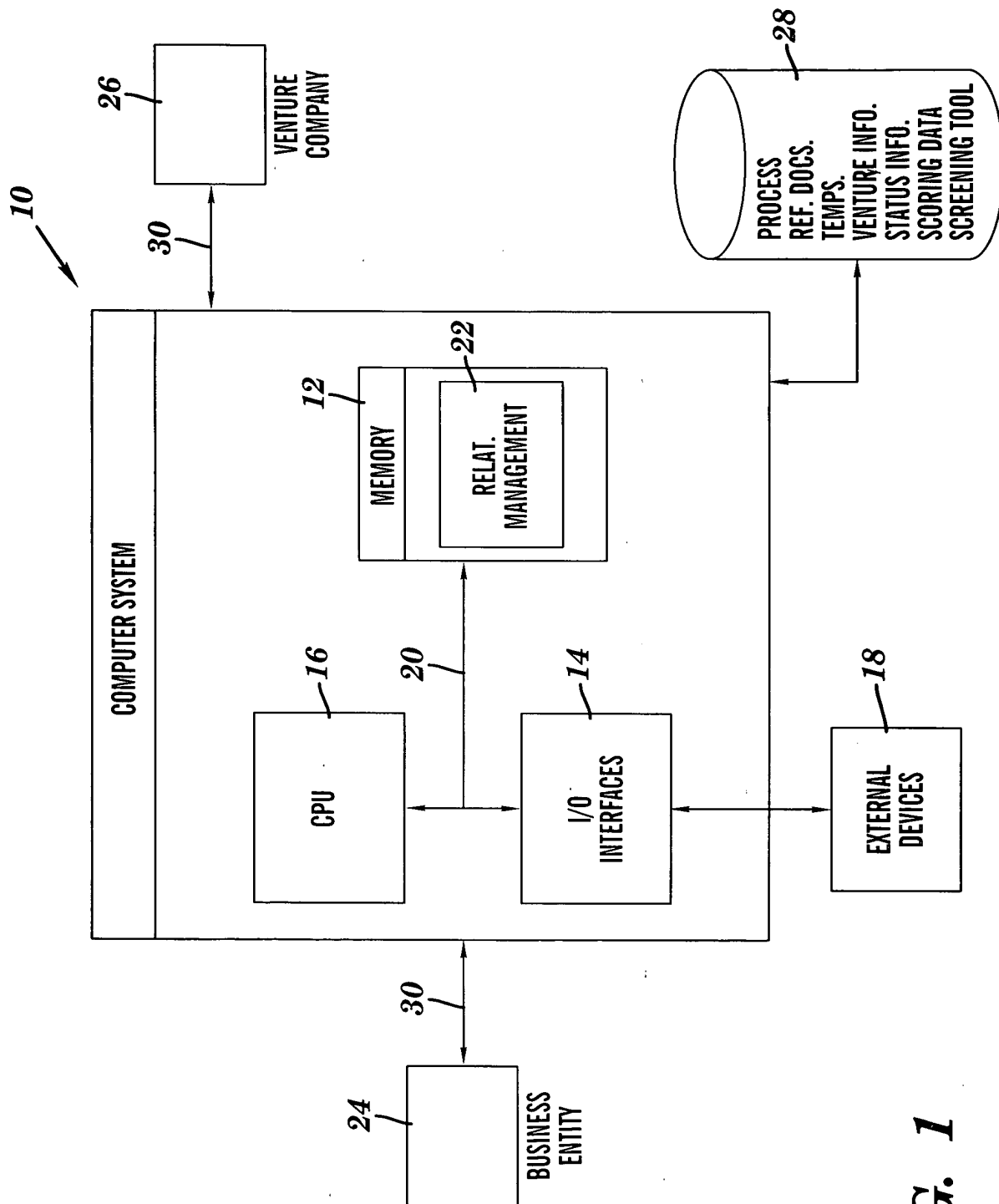
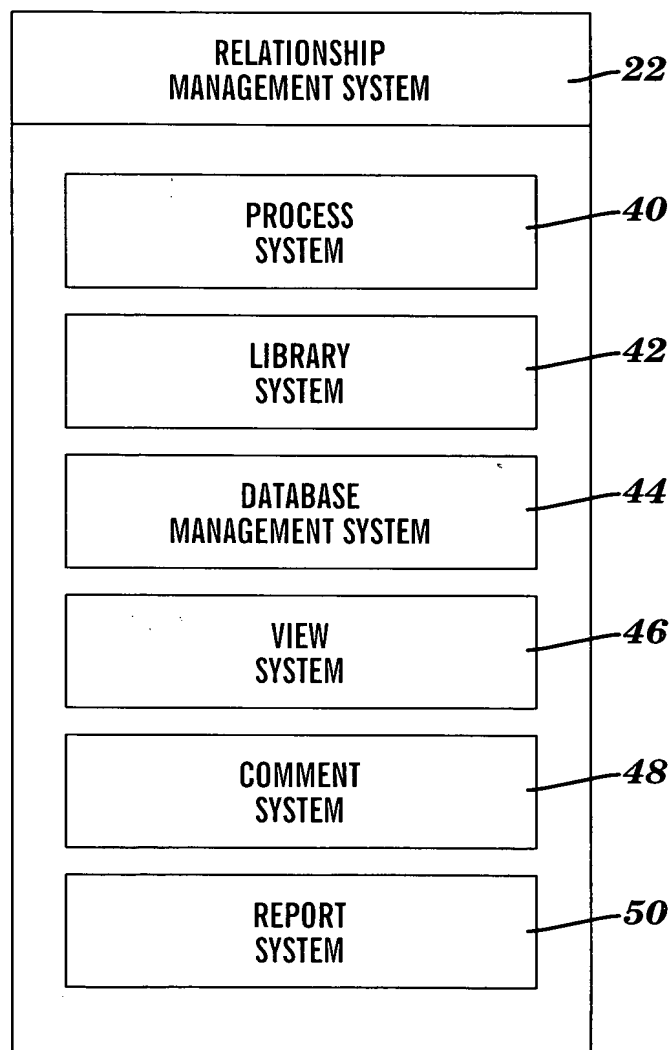
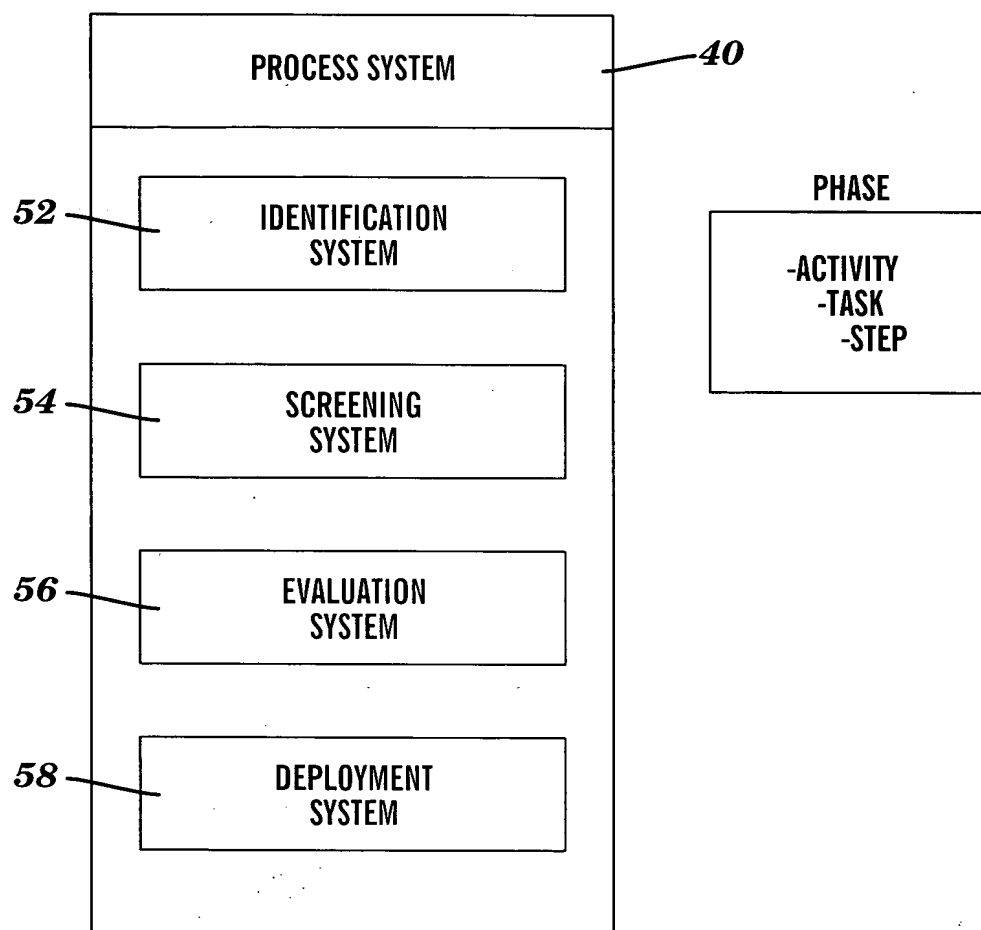


FIG. 1



**FIG. 2**



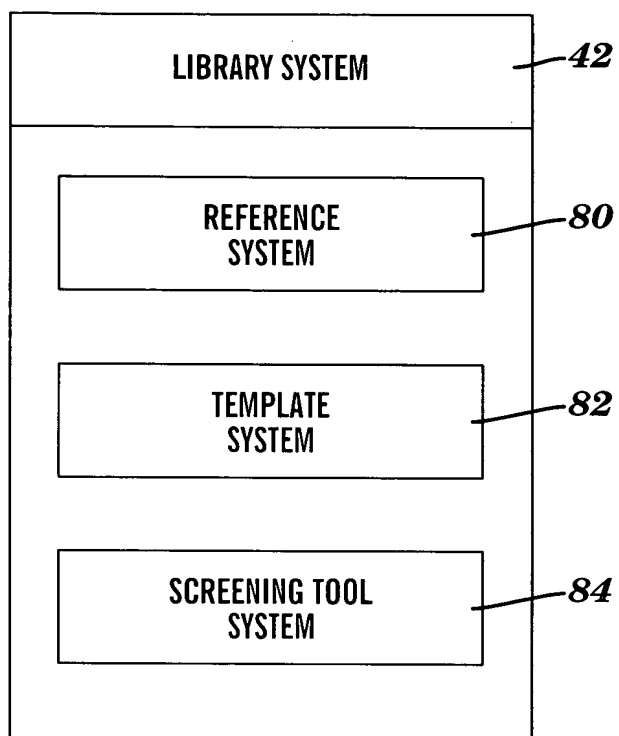
**FIG. 3**

66 /	68 /	70 /	
ALLIANCE	PRICING	EQUITY	
✓	✓	✓	NVG
✓	✓	✓	1. IDENTIFICATION — 60
✓	✓	✓	1.1 IDENTIFY OPPORTUNITY — 62
✓	✓	✓	1.1.1 RECEIVE CONTACT FROM VENTURE
✓	✓	✓	1.1.2 CONDUCT RESEARCH ← 64
✓	✓	✓	1.1.3 MEET NEW VENTURE
✓	✓	✓	1.1.4 GET IBM AGREEMENT FOR EXCHANGE OF CONFIDENTIAL INFORMATION (AECI)
✓	✓	✓	1.1.5 RECEIVE CONFIDENTIAL INFORMATION
✓	✓	✓	1.2 SUBMIT NVG TOOL — 62
✓	✓	✓	1.2.1 SEND NVG TOOL TO IBM TEAM
✓	✓	✓	1.2.2 ACQUIRE NVG TOOL ← 64
✓	✓	✓	1.2.3 COMPLETE NVG TOOL
✓	✓	✓	1.2.4 SEND TOOL TO NVG
✓	✓	✓	1.2.5 RECEIVE COMPLETED TOOL
✓	✓	✓	1.3 LOG OPPORTUNITY — 62
✓	✓	✓	1.3.1 POST NVG TOOL INTO TEAMROOM
✓	✓	✓	1.3.2 NOTIFY MANAGEMENT ← 64
✓	✓	✓	1.3.3 UPDATE NVG OPERATIONS DATABASE
✓	✓	✓	2. SCREENING — 60
✓	✓	✓	2.1 SCREEN OPPORTUNITY — 62
✓	✓	✓	2.1.1 SCORE OPPORTUNITY
✓	✓	✓	2.1.2 COMPLETE SCREENING STEPS ← 64
✓	✓	✓	2.1.3 COMPLETE SCREENING CHECKLIST
✓	✓	✓	2.2 MAKE GO/NO-GO SCREENING DECISION — 62
✓	✓	✓	2.3 LOG SCREENING RESULTS — 62
✓	✓	✓	2.3.1 UPDATE NVG TOOL IN TEAMROOM
✓	✓	✓	2.3.2 NOTIFY MANAGEMENT ← 64
✓	✓	✓	2.3.3 UPDATE NVG OPERATIONS DATABASE
✓	✓	✓	3. EVALUATION — 60
✓	✓	✓	3.1 EVALUATE OPPORTUNITY — 62
✓	✓	✓	3.1.1 COMPLETE EVALUATION STEPS
✓	✓	✓	3.1.2 PERFORM DUE DILIGENCE ← 64
✓	✓	✓	3.1.3 GAIN IGS INDUSTRY SECTOR EXECUTIVE SPONSORSHIP
✓	✓	✓	3.2 LOG STATUS — 62
✓	✗	✗	3.3 COMPLETE ALLIANCE AGREEMENT — 62
✓	✗	✗	3.3.1 DETERMINE CUSTOMER REQUIREMENTS/DESIRES FOR THE ALLIANCE ← 64
✓	✗	✗	3.3.2 DETERMINE IBM REQUIREMENTS AND NEGOTIATION STRATEGY FOR ALLIANCE
✓	✗	✓	3.4 COMPLETE LEGAL REVIEW — 62
✓	✗	✓	3.4.1 AGREE TO TERMS AND CONDITIONS AND LANGUAGE ← 64
✓	✗	✓	3.4.2 ASSIST IN NEGOTIATION PROCESS
✓	✓	✓	3.5 COORDINATE PRICING — 62
✓	✓	✓	3.6 COORDINATE SYSTEM ASSURANCE — 62
✓	✓	✓	3.7 ARRANGE CO-MARKETING PLAN WITH CUSTOMER — 62
✓	✓	✓	3.7.1 DETERMINE OPTIMUM IBM MARKETING STRATEGY
✓	✓	✓	3.7.2 COMPLY WITH IBM MARKETING/BRANDING POLICY ← 64
✓	✓	✓	3.7.3 NEGOTIATE CO-MARKETING AGREEMENT WITH CUSTOMER
✓	✓	✓	3.8 COORDINATE TMC COLLABORATION WHEN NECESSARY — 62

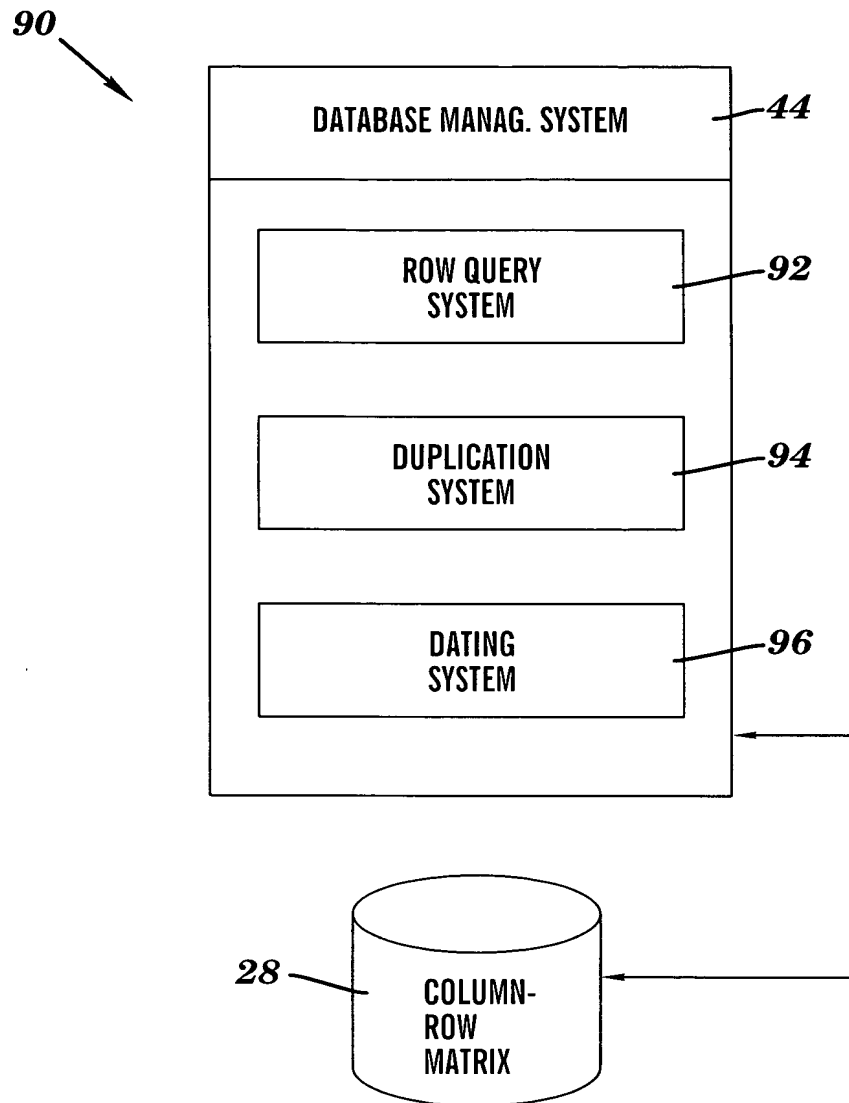
FIG. 4

66 / ALLIANCE	68 / PRICING	70 / EQUITY	
✓	✓	✓	3.8.1 DETERMINE IF TMC WILL PURSUE THE OPPORTUNITY
✓	✓	✓	3.8.2 ASSIGN TMC MARKETING LEAD ← 64
✓	✓	✓	3.8.3 DEFINE AND EXECUTE CO-MARKETING STRATEGY
✓	✓	✓	3.9 CONDUCT STEERING COMMITTEE REVIEW FOR GO/NO-GO DECISION — 62
✓	✓	✓	4. DEPLOYMENT — 60
✓	✓	✓	4.1 IMPLEMENT CONTRACT WITH CUSTOMER — 62
✓	✓	✓	4.1.1 ENSURE PROPER INVOICING ← 64
✓	✓	✓	4.1.2 UPDATE INTERNAL SYSTEMS
✓	✓	✓	4.1.3 IMPLEMENT ACCOUNTING TREATMENT
✓	✓	✓	4.2 ESTABLISH PROJECT OFFICE — 62
✓	✓	✓	4.2.1 BUILD STAFFING PLAN
✓	✓	✓	4.2.2 REQUEST RESOURCES ← 64
✓	✓	✓	4.2.3 SELECT PROJECT OFFICE STAFF
✓	✓	✓	4.2.4 SET UP CLAIM
✓	✓	✓	4.2.5 COMMUNICATE STATUS TO MANAGEMENT
✓	✓	✓	4.3 DEVELOP RISK ASSESSMENT PLAN — 62
✓	✓	✓	4.4 DOCUMENT TEAM CHARTER — 62
✓	✓	✓	4.4.1 IDENTIFY ALL KEY ROLES
✓	✓	✓	4.4.2 IDENTIFY INTERIM EXECUTIVE & MANAGEMENT ROLES ← 64
✓	✓	✓	4.4.3 ESTABLISH OPERATIONAL ROLES AND OBJECTIVES
✓	✓	✓	4.5 DOCUMENT PROJECT CHARTER — 62
✓	✓	✓	4.6 DEVELOP WORK PLAN INCLUDING WBS — 62
✓	✓	✓	4.7 DEFINE DEPLOYMENT SCORECARD — 62
✓	✓	✓	4.7.1 MEASURE DEPLOYMENT STATUS AGAINST SCORECARD ← 64

**FIG. 5**



**FIG. 6**



**FIG. 7**

**100**  
↓

	<b>102</b> JANUARY	<b>104</b> FEBRUARY	<b>106</b> MARCH	<b>108</b> APRIL	<b>110</b> MAY	
VENTURE COMPANY A	INITIAL	UPDATE1	UPDATE2	UPDATE3		<b>112</b>
VENTURE COMPANY B		INITIAL	UPDATE1			<b>114</b>
VENTURE COMPANY C				INITIAL		<b>116</b>

**FIG. 8**

**100**  
↓

	<b>102</b> JANUARY	<b>104</b> FEBRUARY	<b>106</b> MARCH	<b>108</b> APRIL	<b>110</b> MAY	
VENTURE COMPANY A	INITIAL	UPDATE1	UPDATE2	UPDATE3	UPDATE3	<b>112</b>
VENTURE COMPANY B		INITIAL	UPDATE1		UPDATE1	<b>114</b>
VENTURE COMPANY C				INITIAL	INITIAL	<b>116</b>

**FIG. 9**



120

122

<div> <input type="checkbox"/> NVG OPERATIONS  <input type="checkbox"/> ALL DOCUMENTS  <input type="checkbox"/> LIBRARY         </div>		<div> <input type="checkbox"/> EDIT DOCUMENT           <input type="checkbox"/> CREATE LIBRARY ELEMENT           <input type="checkbox"/> DATA         </div>				
<div> <input type="checkbox"/> BY ELEMENT TYPE  <input type="checkbox"/> BY FILE TYPE  <input type="checkbox"/> BY RESTRICTIONS  <input type="checkbox"/> BY TITLE  <input type="checkbox"/> WITH COMMENTS  <input type="checkbox"/> PLAYBOOKS  <input type="checkbox"/> VENTURES         </div>	TITLE	ELEMENT TYPE	VERSION	RELEASE DATE	DESCRIPTION	MODIFIED
	AGREEMENT FOR EXCHANGE OF CONFIDENTIAL INFORMATION (AECI)	TEMPLATE		08/18/2000		09/18/2000 02:37:41 PM
	DESIGN DIAGRAM FOR NVG OPERATIONS DATABASE	DOCUMENT	3.4	10/08/2000	SHOWS RELATIONSHIPS AMONG DESIGN ELEMENTS, INCLUDING FORMS, SUBFORMS, DOCUMENTS, VIEWS, FOLDERS, SHARED ACTIONS, SHARED AGENTS, SCRIPT LIBRARY, AND DATABASE SCRIPT	10/12/2000 10:26:10 PM
	GLOBAL INVESTMENT COUNCIL PROCESS	DOCUMENT		01/01/2000	PRESENTATION SHOWING PROCESS USED BY THE GIC	09/18/2000 02:37:20 PM
	INTERIM NEGOTIATION AGREEMENT (INA)	TEMPLATE		08/18/2000		09/18/2000 02:37:59 PM
	NVG AMERICAS OPPORTUNITY FLOW STATISTICS	DOCUMENT	3.1	10/16/2000	BAR CHARTS OF THE MONTHLY OPPORTUNITY FLOW TO NVG FOR ALL OPPORTUNITIES AND FOR IBM/MERCER OPPORTUNITIES	10/16/2000 05:16:45 PM
	NVG PLAYBOOK DIAGRAMS	DOCUMENT	2.0	10/04/2000	DIAGRAMS IMBEDDED IN THE NVG PLAYBOOK. THIS DOCUMENT IS FOR PRESENTATIONS	10/06/2000 09:35:27 AM
	NVG SCREENING & EVALUATION TOOL	TOOL	4.2.2	09/01/2000	TOOL USED TO SCREEN AND EVALUATE OPPORTUNITIES SUBMITTED TO NVG. GATHERS KEY DATA AND RECORDS DECISIONS AT EACH PHASE	09/18/2000 02:37:05 PM
	RESOURCE REQUEST FORM	TEMPLATE		08/31/2000	TEMPLATE FOR REQUESTING RESOURCES	09/18/2000 02:37:50 PM

124

FIG. 10

130

132

NVG OPERATIONS <input type="checkbox"/> ALL DOCUMENTS <input type="checkbox"/> LIBRARY <input type="checkbox"/> BY ELEMENT TYPE <input type="checkbox"/> BY FILE TYPE <input type="checkbox"/> BY RESTRICTIONS <input type="checkbox"/> BY TITLE <input type="checkbox"/> WITH COMMENTS <input type="checkbox"/> PLAYBOOKS <input type="checkbox"/> VENTURES		<input type="checkbox"/> EDIT DOCUMENT <input type="checkbox"/> CREATE LIBRARY ELEMENT <input type="checkbox"/> DATA			
ELEMENT TYPE		TITLE		VERSION	
4 ▾ DOCUMENT (FOR REFERENCE ONLY)		GLOBAL INVESTMENT COUNCIL PROCESS		FREELANCE OTHER	
				(PRZ)	
NVG PLAYBOOK DIAGRAMS		2.0		10/04/2000	
				POWERPOINT IBM CONFIDENTIAL: DO NOT DISCLOSE OUTSIDE IBM (PPT)	
DESIGN DIAGRAM FOR NVG OPERATIONS DATABASE		3.4		10/08/2000	
				POWERPOINT IBM CONFIDENTIAL: DO NOT DISCLOSE OUTSIDE IBM (PPT)	
NVG AMERICAS OPPORTUNITY FLOW STATISTICS		3.1		10/16/2000	
				POWERPOINT IBM CONFIDENTIAL: OK TO DISCLOSE WITH AECI (PPT)	
3 ▾ TEMPLATE (TO BE COMPLETED OR CUSTOMIZED)					
AGREEMENT FOR EXCHANGE OF CONFIDENTIAL INFORMATION (AECI)				08/18/2000	
				WORDPRO LEGAL DOCUMENT: APPROVED BY IBM LEGAL STAFF (LWP)	
RESOURCE REQUEST FORM				08/31/2000	
				WORDPRO IBM CONFIDENTIAL: OK TO DISCLOSE WITH AECI (LWP)	
INTERIM NEGOTIATION AGREEMENT (INA)				08/18/2000	
				WORDPRO LEGAL DOCUMENT: APPROVED BY IBM LEGAL STAFF (LWP)	
1 ▾ TOOL (EXECUTABLE)					
NVG SCREENING & EVALUATION TOOL		4.2.2		09/01/2000	
				1-2-3 (123) IBM CONFIDENTIAL: DO NOT DISCLOSE OUTSIDE IBM EXCEL (XLS)	

136

138

134

FIG. 11

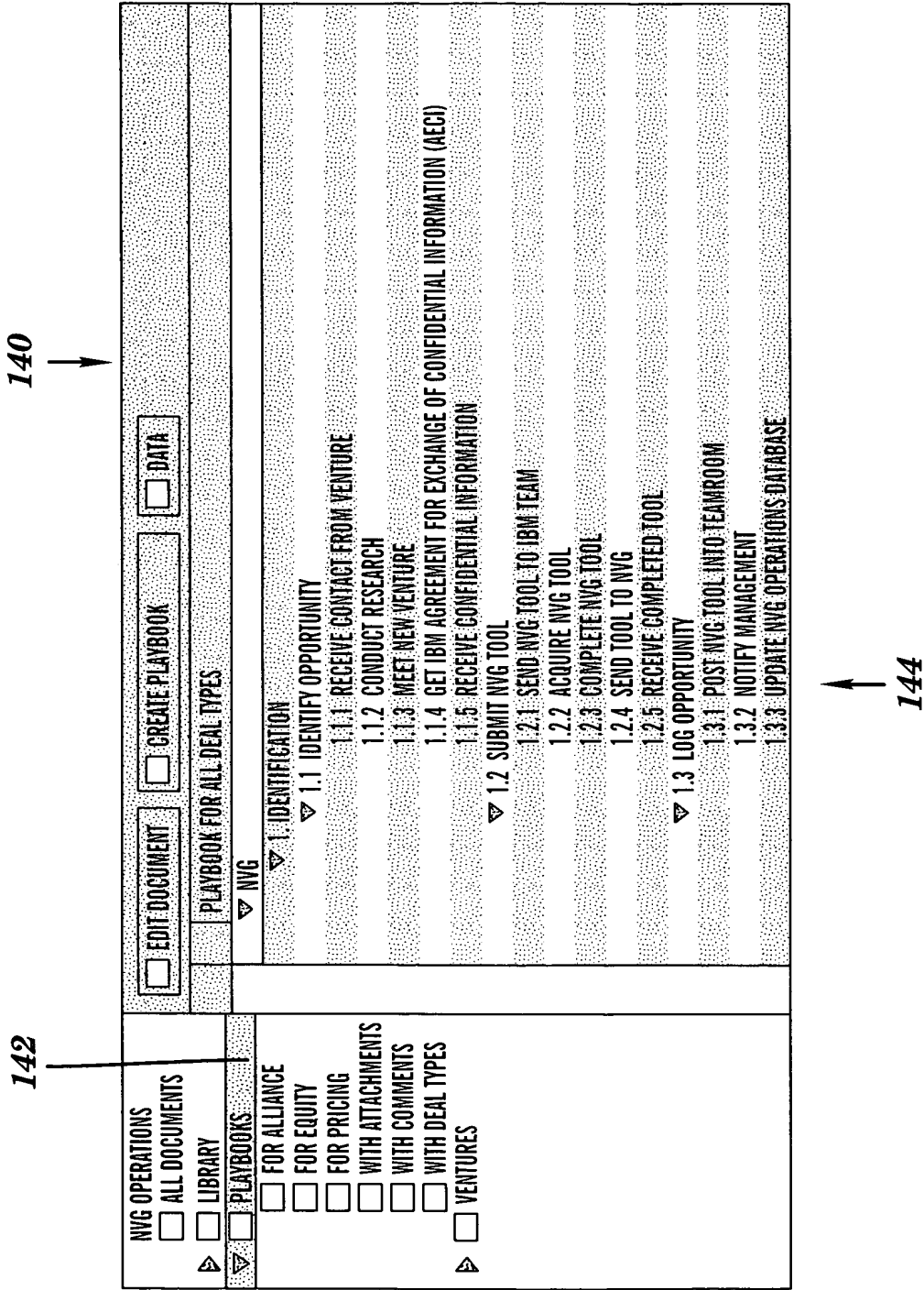


FIG. 12



**162**

**NVG OPERATIONS**

☐ ALL DOCUMENTS

☐ LIBRARY

☐ PLAYBOOKS

☐ VENTURES

☐ BY DATE RECEIVED

☐ BY DEAL TYPE

☐ BY EBO TYPE

☐ BY GEOGRAPHY

☐ BY INDUSTRY

☐ BY NAME

☒ BY PHASE

☐ BY REASON

☐ BY SECTOR

☐ BY STATUS

☐ BY VENTURE TYPE

☐ EBO REPORT

☐ ROLE REPORT

☐ STATUS REPORT

**160**

☐ EDIT DOCUMENT

☐ CREATE VENTURE

☐ DATA

☐ STATUS

☐ AS OF

☐ SECTOR

☐ INDUSTRY

☐ DEAL TYPE

☐ GEOGRAPHY

☐ VERSION

☐ PHASE

☐ DEAL TYPE

☐ COUNTRY

PHASE	STATUS	VENTURE	AS OF	SECTOR	INDUSTRY	DEAL TYPE	GEOGRAPHY	COUNTRY
43	48%	IDENTIFICATION						
18	20%	SCREENING						
10	11%	EVALUATION						
19	21%	DEPLOYMENT						
90	100%							

**164**

**FIG. 14**